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## Office Memorandum • UNITED STATES GOVERNMENT

TO : Personnel Director

FROM : Chief, Classification & Wage Division

SUBJECT: Table of Organization

DATE: 10 March 1951

The principle subject of our recent staff meetings has been the development of a well-rounded personnel program to service the Agency, not only as it exists today but as it will be in the foreseeable future. Included in this program development is a statement prepared by this Division of the additional activities which should be undertaken as soon as possible. They are important activities, some of which are found in any Classification office; other activities are peculiar only to our program.

The previous staffing of the Division has not enabled the initiation and completion of overall and comprehensive surveys of many of the organizational segments of the Agency. This is particularly true insofar as OSO and OPC are concerned. The need for overall surveys in OSO is particularly acute in order to properly align and adjust the grade levels of positions which, due to existing policies of the previous Assistant Director of Special Operations, are not compatible with grade levels being utilized in the employment of new employees under pressure of a tightened labor market.

The conduct of field surveys of OSO and OPC positions is, at this point, without precedent but believed to be highly desirable and essential to a well-rounded classification program. Review and survey of OSO and OPC field positions, particularly those currently operating under [REDACTED] as well as positions in other areas, and other organizational segments such as Office of Operations, would not appear to present any major security or other problems.

The survey approach affords much greater efficiency and utilization of the classification staff in the processing of personnel actions and enables more thorough coverage of the organizational elements involved.

It is contemplated that by rotation of individual Classifiers, a total of at least 2 classifier work years would be devoted to field survey work during the next year.

There is a pressing need for classification standards covering those occupational series and jobs peculiar to CIA and not presently covered by existing CSC standards.

Written classification standards are not only a vital tool for the use of Classification Analysts but also serve as an instrument for getting a common understanding of the operating officials and other personnel officials and technicians as to the requirements and degree of responsibility and complexity involved in the various grade levels.

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The need for such standards increases in proportion to the expansion of the size of the Agency, the variety of occupational groups peculiar to the Agency, and the needs of other organizational segments such as Training, Personnel Procurement and Placement, for occupational information.

The degree of interchangeability of various jobs or occupational groups and the job factors common to various jobs is at the present time of extreme interest in the development of the training and the career management program.

It is planned to have a staff member at the Division level spearhead the initiation, development and implementation of various standards projects. The technicians servicing the various organizational elements and possessing a knowledge and background of the particular jobs would be utilized on a project assignment basis in order to afford the maximum benefit of the occupational knowledge previously acquired over a period of time and to insure the development of realistic and workable standards.

The ever increasing number of military assignments within the Agency has indicated a need for refinement and clarification of the present method of reflecting such assignments on existing T/O's and related aspects.

Many of the military and state detail personnel are actually assigned to such key positions as Division, Branch and Section Chief, in which capacity they assume responsibility for carrying out functions which are normally assigned to regular employees. From a classification standpoint, the assignment of such personnel has a direct bearing upon the grades allocated for related jobs.

At the present time, there is a close working relationship with the Military Personnel Division and advisory allocations of military assignments are being given as requested. An increase in the number of such requests is anticipated and the present working relationship requires some clarification.

In view of the increasing tempo of the appointment of Consultants for the various organizational elements, it becomes necessary to clarify, refine and establish appropriate procedures relative to the effect of such consultant appointments on the regular staff positions and the salaries payable to such Consultants. The utilization of consultants is a recognized necessity; however, appropriate controls and procedures are believed necessary to prevent the over-utilization of such consultants in performing virtually the same activities officially delegated and assigned to the staff employee positions, thereby usurping the responsibilities of such positions and creating inequities in the classification structure.

In view of the existing delegation of authority to the Director of the Agency and the tightening labor market condition, a comprehensive study of present salary practices and policies is believed necessary. Possible modification of the present practice of initial employment at the base salary of a particular grade level to enable initial employment at the middle or maximum step may be desirable in certain critical or scarce occupational groups. The existing legal authority, the effect and working relationships with other governmental agencies, operating and administrative complications, and other factors would have to be studied and appropriate recommendations made based upon such findings.

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Considerable study and effort has been devoted to the problems and Agency requirements for hazardous pay benefits. The results of this study are presently pending in the Director's Office. The need for provisions of this nature are becoming increasingly apparent and necessary and it is believed highly desirable to reactivate, expedite and implement this program at the earliest possible date.

The present practice of the Classification Division, establishing salary ranges for payment of certain categories of agent personnel engaged in covert projects, has elevated to a degree some of the inequities previously resulting from salary ranges of the contract agents not being compatible with salaries paid staff employees and staff agents. There is a need, however, for a comprehensive study and establishment of guide lines and standards for the payment of salaries and other benefits to such categories of personnel. It is contemplated that this study would include and adapt the most practical and feasible methods and procedures employed by the Intelligence Services of other governments as well as private and government practice.

The increased recruitment effort, training activity and other related factors indicate the need for specific position descriptions covering the duties and responsibilities to be performed as well as a statement of the qualification requirements and standards essential for the performance of the position. Appropriate copies of such descriptions could then be utilized for recruitment requisitions, qualification standards review, training activities, performance standards development, and other related functions. It is proposed that this project be developed jointly with the Placement Branches of the Overt and the Covert Personnel Divisions.

Initiation and carrying out of the present program and the proposed projects will require adjustment of the present table of organization. The present T/O provides for a total of 17 positions, three of which are clerical, plus the detail of additional clerical staff from the Personnel Pool.

25X9A2 The ratio of one Classifier to 500 positions serviced is recognized by the Bureau of the Budget, Civil Service Commission, and other government agencies as typical in an agency with an average variety of occupational groups and organizational stability. This ratio was utilized in determining the number of Classifiers in the present T/O, based on the assumption that the Division would service [redacted] positions.

25X9A2 Present Agency T/O's total approximately [redacted] positions exclusive 25X9A2 of the numerous project T/O's in either the approved or proposed stage. Employing the same ratio of Classifiers to positions serviced, there is an immediate need for [redacted] Classifiers plus clerical assistance.

25X9A2 At the present time [redacted] Classifier positions are filled, with one additional Classifier in the unclassified pool, one awaiting intra-Agency transfer, and one in the process of security investigation. Interviews and discussions have been held with two additional applicants, both of whom are completing employment papers.

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While it is true that many of the Agency positions are vacant today, the tempo of recruitment effort being exerted to fill these vacancies as well as the time factor involved in the recruitment, clearance, training and orientation of Classifiers requires immediate organizational planning and action to fulfill the functions of the Division. It is therefore recommended that the organization diagrammed on Page 5 be approved. Based on this proposed table of organization, it is recommended that the following estimated floor space be procured for the Classification & Wage Division:

1,120 sq. ft. in L Building
880 sq. ft. in North Bldg. for Stds. & Branch III
360 sq. ft. for Office of Chief
<hr/> 2,360 sq. ft. (Total)

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